

Made in Bolton

Our progress so far...

December 2022

Bolton
2030
Active, Connected & Prosperous

1.

Foreword

from Leader of Bolton Council

Welcome to the Council plan for the next two years. It sets out our vision for a stable council that is financially sound, delivers its statutory responsibilities and builds on what our borough does best.



The impact of the pandemic and our amazing local response have highlighted the importance of working collaboratively with our partners to deliver better outcomes for residents. The days of assuming that the council can and should have a universal service offer for all and every circumstance is long gone. That approach no longer stacks up financially or delivers in the best interests of local people.

Instead, we must embrace a “place leadership” role, by proactively enabling our partners and community-based organisations to do what is best for our residents.

We want to empower residents to help deliver for their communities while also working in the spirit of cooperation across the many communities that make up our borough.

Our new plan is clearly “Made for Bolton”, and I am encouraged that we have embarked on a Programme for Change that is challenging but realistic, deliverable and matched with the resources at our disposal.

As a council, our enabling role will help deliver on a refocused set of outcomes and priorities with our Vision partners locally.

Our ‘Made in Bolton’ focus also places us in a strong position to contribute to regional priorities with our partners in the GMCA and nationally.

However, we will remain steadfast in ensuring that we will contribute to these wider priorities in a way that suits Bolton and that will deliver the best outcomes for the people of our great town.



2. The role of the Council

A changing operating context

The operating context for the Council over the next few years is uniquely challenging. We have all lived and worked in very different ways throughout the Covid-19 Pandemic and this period has generated a series of issues to be tackled and some opportunities that can be grasped.

This is layered on top of pre-existing pressures on Council services and budgets, which the Council has been proactive in dealing with to ensure we can maximise our impact within the resources we have available.

At a National level there is a shifting policy picture, with implications for the Council's duties and expectations of different ways of working across a range of activities, and for how we are funded.

At a Regional level there also significant policy interventions at Greater Manchester (GM) level and we will need a coherent way of coordinating with our local strategic approach to influence and manage our responses whilst ensuring that Bolton has a strong voice in the GM policy arena, that we contribute to the

wider GM effort and ensure that Bolton benefits as it should from investment and other opportunities arising from this collaboration.

At a Local level the Corporate Plan aligns the work of the Council to the delivery of the six outcomes in the Bolton Vision of Start Well, Live Well, Age Well, Clean and Green, Prosperity, and Safe, Strong and Distinctive.

The Corporate Plan will have an emphasis on how we develop our role in the Council as an enabler and facilitator of the whole partnership effort to deliver on the Bolton Vision – by adopting our place leadership role.

First, we have to ensure we are maintaining stability and delivering on the minimum expectations and legal requirements of the Council. We cannot achieve anything without these. From that stable base we can pursue our bolder ambitions for Bolton and support them in a place leadership role.

To do this, we will:

»» Ensure the Council is financially stable, managing effectively with the resources it has.

»» Work alongside Bolton's residents to support and enable them to deliver in their communities.

»» Our methods of working and infrastructure will be fit for the future, meeting residents expectations.

»» Working Together – we will work as one team across the Council and with partners to achieve our goals.

»» Continue to meet our statutory responsibilities.

The Corporate Plan is part of our new approach to Corporate Planning and Directorates will play a crucial role in recognising this place leadership role within their own practice, ensuring this plan speaks to them, whilst also fostering the six internal change programmes. The next page provides our agreed priorities for the organisation, highlighting progress against deliver of these.

Progress against our priorities

Theme	Priority	Narrative update
Empowering Communities	Implement the new Area Working model, ensuring appropriate links are made with neighbourhoods	<p>The new structure is being embedded and work has continued to progress in relation to Community Alliances.</p> <p>A report was shared at Cabinet briefing in December 2022 with the aim to have the first two test and learn areas running in the new year.</p>
Strategic Intelligence, Performance and Delivery	Embed the new corporate approach to Performance and Delivery across the Council and Vision Partnership	<p>Following approval of the Corporate Plan and associated directorate plans, work has been ongoing to embed these within the organisation. As part of this process The Golden Thread has been redefined and is currently being shared across services to promote understanding and importance.</p> <p>Each directorate has also begun production of service plans or equivalent to show connection between services, Insight Exchanges and our wider plans and processes. To support this, work is also underway within each directorate to establish performance boards who will be responsible for undertaking performance management with their services to enable a greater understanding of whether we are on track to achieving our targets.</p> <p>Within the Vision Partnership, work is underway for establishment of an Outcomes Framework with completion due for Summer 23.</p>
Working Together	(NEW) Deliver a co-ordinated response to Cost of Living	<p>Since launch of this plan, Cost of Living has been recognised as a key priority and therefore been added.</p> <p>Cost of Living Strategic and Operational groups have been established to promote a Bolton response with key themes and workstreams developed to support this.</p> <p>The Household Support Fund has seen £2.78m distributed to residents and community organisations between April 22 and September 2022, including over 15,000 children supported with supermarket vouchers, 1000 pensioners in receipt of pensions credit, monies invested into Bolton's fund and the Councils Local Welfare Provision Scheme, supporting residents with food, energy costs and household items.</p> <p>The Council has also launched a dedicated information microsite and publicity campaign to signpost and provide residents with support, whilst a communications toolkit has been produced for Bolton businesses to use to ensure a consistent message.</p> <p>There have been two events in November 22 with over 280 people attending and 30 partners stalls to provide residents with key information, advice, and cooking demos. Filming from the event is being used as part of the publicity campaign.</p> <p>Warm Spaces in Bolton have also launched with leadership from our libraries and museum service whilst 40 applications are being processed for community Warm Spaces.</p>

Progress against our priorities

Theme	Priority	Narrative update
Organisational Development	Adopt an organisational change approach to how we attract, recruit and retain staff	<p>There has been significant progress on enhancing our recruitment branding promotion and approach, including links to local employment services and education providers. The Council are proactively seeking opportunities to increase brand awareness throughout the town e.g. shop front branding in town centre, market and events promotions.</p> <p>Improvements have been made (and some in development stages) to modernise our staff engagement and benefits package (including launch of Stribe and Vivup digital platforms). Engagement is underway with NWEO programme for further analysis of issues, working with equality, diversion and inclusion (EDI) experts and Workshop to address barriers, and also with young people to help attract younger workers, given ageing workforce issues and promote residents into work.</p>
Organisational Development	Further embed the Values and Behaviours framework so that it engages and motivates the organisations workforce	<p>Values are now an integrated part of all our People products including the People Plan, leadership development offer and recruitment materials. Pandemic working arrangements held some of the implementation progress back and we intend to pick this up in the new year.</p> <p>Career development progress has been made with GM collaboration projects e.g. graduate scheme, Kickstart programme and exceeding the Education and Skills Funding Agency aspirational target for a good apprenticeship employer, which provide entry employment initiatives. Engagement via Stribe is continuous to explore workforce need e.g. recent digital skills training.</p>
Organisational Development	Refresh, modernise and implement a suite of HR and OD policies responding to national change	A policy development programme is underway with the joint trades unions, including some refreshed policies and new policies to launch (hybrid working). Links to other working groups including wellbeing and EDI.
Organisational Development	Develop robust processes in response to national change and policies effective directorate services inc. Multi-academy Trust	<p>Data developments are now coming to fruition following the implementation of Oracle Cloud conducive to process improvements and digitalisation of HR processes. Payslips now moved online for schools and council staff.</p> <p>System challenges has delayed timescales for exploring Oracle HR potential.</p> <p>Service Level Agreement buy-back has increased from schools (including those which are academies) both for HR and Health and Safety. Service managers keeping abreast with national developments, including concerning the White Paper re academy agenda.</p>
Stable and responsible	Deliver our statutory duties in response to new and emerging changes in law	<p>To ensure the Council is 'getting the basics right' the directorate has added greater level of due diligence into its processes. All ECM reports are now shared with legal in advance of meetings to ensure compliance and mitigate the likelihood of any emerging legal issues.</p> <p>The directorate are engaging with all parts of the organisation to ensure new and emerging changes in law are acknowledged and responded to accordingly.</p> <p>The Council are continuing to monitor any new and emerging laws which may impact Council operations.</p>

Progress against our priorities

Theme	Priority	Narrative update
Getting the basics right	Implementing the Boundary Commission review with introduction of Voter ID and directorate preparation for delivery of all-out election 2023	Following approval of the boundary commission review at Council in November 22 the revised boundaries will be adopted in May 2023 whilst the register agreeing the polling districts has been published.
		Funding has been provided to support the introduction Voter ID, the Council continues to engage with central government in discussions to ensure an effective transition whilst initial proposals detailing how best to use this funding have been drawn up for consideration.
		Chief officers have been allocated roles to support elections at various stages which focuses on each directorates existing skills and knowledge and takes pressures off the elections service. To ensure adequate staffing levels to support elections there is also a communications plan in place from chief officers to release staff to partake in elections, further conversations are also being had with the GMCA to potentially draw on shared resource.
Getting the basics right	Undertake a review of elected member allowances	Regular meetings between elections service and elections service are underway to ensure successful delivery of Election 2023.
		The scope for the review has been agreed and the Council are currently in dialogue with an independent expert who will interview elected members, gather evidence and make recommendations following this.
Digital Transformation	Deliver the Digital Strategy through the Transformation organisation	Through the course of 2022, priorities within the Digital Programme were pursued, and ranging across the six themes defined within the Digital Strategy. The Digital Programme has a multi-year schedule covering approaching 40 different priorities across the six themes. Substantial progress was made in the course of 2022:
		<ul style="list-style-type: none"> • Work to support Digital Inclusion has been wide-ranging, with much of the support to residents and businesses across Bolton being provided by the Libraries and Museums service. This has allowed customers to access Digital facilities, such as PCs and the Internet, along with there being provision of training and advice. A number of events have occurred to help residents, including a "Learning and Skills Fair" that took place in the autumn, as well as a Digital Device and Data Loans service being launched in October 2022, and Digital Help events being run as part of a wider "Digitober" campaign. • Digital skills training and support was provided to the Council's staff, to help digital ways of work and for this to become easier for individuals. This training has been particularly targeted at offering help to staff who would like to become more familiar with core applications such as Microsoft Teams and Microsoft Outlook. This training, and further support from a network of "Digital Aiders", has occurred in parallel with a large number of front-line staff being provided access to Microsoft licences for the first time. • The first phase of the Council's Online Payments project was completed, providing residents and businesses the ability, should they choose to use this facility, to pay for instance for taxi licensing and recycling bin ordering. This has created much greater convenience for customers, it being a quicker and easier method to use, and with approx. 20% of customers taking advantage of using this facility out of hours. • Self-service for Council staff was introduced to allow online access to payslips without paper payslips being printed and despatched by post. This will avoid printing over 100,000 pieces of paper a year, and help avoid the incurrence of operational cost. • Investment in the Council's Technology organisation has occurred to underpin core progress in staff working digitally. This has included, for instance, creating inhouse capacity to support cyber security, ICT service delivery, and technology strategy through ICT architecture and corporate applications.

Progress against our priorities

Theme	Priority	Narrative update
		<ul style="list-style-type: none"> A comprehensive ICT tender was run, resulting by the end of 2022 in the selection of a Preferred Bidder in preparation for the Council's new third party ICT contract to commence in February 2023. Fundamental Digital transformation will be enabled through these new arrangements for Bolton Council, such as progressing a Cloud-first strategy, and having a customer-focused approach through opportunities in various areas including, for example, process automation and speedier delivery of service. A start was made on modernising Digital facilities at the Council. For instance, a hybrid meeting room was established to allow flexibility for staff to combine in-person and remote meeting participation, helping efficiency and ease of work. An upgrade to the Council's fleet of computer terminals was also carried out, optimising the number taking into account a higher volume of laptops that are now being used following changes in work practice due to COVID-19. Progress has been made on taking a one-Council approach to reviewing what Digital applications are being used across the directorates, with a view to identifying ways to move towards a standardised approach, helping staff in their work, and creating the ability to realise financial efficiencies. The Council has carried out work to reduce its data storage requirements, through greater efficiency of archiving and best practice for staff. This will help the Council save a significant amount of operational cost year-on-year. Modernisation has been progressed through a range of ICT decommissioning of assets that are now unsupported by suppliers. <p>As we enter 2023, we will be continuing to build momentum in implementing the Digital Programme. However, the Transformation focus is also widening to include other elements of change. For instance, there is opportunity to ensure the Council is operating healthy and up-to-date processes, through carrying out business process reviews and "reengineering", so that they remain targeted on customer needs, ease and efficiency of work.</p>
Working Together	Deliver a high-profile events programme attracting visitors from across the country and making Bolton a key destination	<p>The emerging cultural and visitor economy strategies and place shaping agenda, along with the priority to increase commercial activity, is informing the development of a sustainable events programme. An annual calendar of core events is now in place which includes council-led events - IRONMAN UK weekend, Bolton Food and Drink Festival and Bolton Christmas Festival and council-supported events – Bolton Pride and Bolton Film Festival. 2023 will also see the inclusion of the music-focussed Right to Roam as a key event in the calendar. All events have a strong community focus and are recognised as being leading events within their field, showcasing excellent management and delivery and supporting Bolton-based, and the wider creative industries.</p> <p>A refreshed membership of the Events Management Board with colleagues from across the council has been introduced (Jan 2023) which will ensure strategic governance and support to the Marketing, Events and Communications Team ensuring outputs and objectives are delivered with robust planning and programming. All individual events will be developed with strong business plans and budget projections, with challenges highlighted at the earliest opportunity in order to resolve issues quickly.</p> <p>Following a successful bid to the UK Prosperity Fund, the introduction of an 'Events kit' will also create a catalogue of free-to-loan or low-cost-hire of core infrastructure pieces (barriers / fencing / radios / PA equipment / lighting etc). These items will be available to existing event organisers as well as new, innovative event providers to support their delivery of high-quality, safe and well managed events. It is anticipated that this Events collateral will be purchased and available for use by the MEC team and external providers by Easter 2023.</p> <p>The recent Service Review of the MEC Team added staff from the Albert Halls and Civic teams, further embedding Events at the heart of the team. A Business Improvement Review for the Albert Halls will now seek to scope out opportunities for the 'Halls in order to enhance its reputation as a leading events venue in the North West and further afield, as well as further by improving its commercial offer as a venue to the meetings and incentive travel market along with weddings and conference organisers.</p>

Progress against our priorities

Theme	Priority	Narrative update
Environment	Support Bolton's environment, to see it protected and improved, so that more people enjoy it, care for it and are active in it.	<p>Alongside the Council and the Bolton Vision partners, many environmental groups and organisations work to improve Bolton's green spaces and biodiversity. The 2.6m Greater Manchester Green Spaces Fund opened in 2022, seeking community projects to improve local green spaces or create new ones where they are needed most. Bolton NEWT had one of the 21 successful projects announced in round one. It will enhance the biodiversity of Leverhulme Park through conservation volunteer sessions, outreach sessions, educational media, well-being walks, guided bat walks and community events.</p> <p>In August, Queens Park received the Green Flag Award - the international quality mark for UK parks and green spaces - for the 7th year running. Longsight Park in Harwood, which is maintained by volunteers, has been awarded a Community Green Flag Award for the third year running. Lancashire Wildlife Trust continues to operate the Hive at Moss Bank Park, which encourages young people to make lasting connections with nature through creative play. The Council and Bolton at Home have also been awarded £85k from the Levelling Up Parks Fund to improve access to greenspace in deprived communities which have low levels of open space.</p> <p>Tree planting continues in partnership with City of Trees with 13,500 new trees being planted creating 7.58 hectares of new woodland in 2021. Queens Park benefitted from a further 750 trees, to celebrate the Queen's Platinum Jubilee and contributed to the Queens Green Canopy project. Blackrod community orchard was planted in March 2022, one of five orchards to be planted throughout the borough.</p> <p>The Greater Manchester Clean Air Plan aims to reduce nitrogen dioxide levels in GM. Government agreed that the GM charging Clean Air Zone would not go ahead on 30 May 2022.</p> <p>Following agreement for changes to the GM Clean Air Plan, GM authorities have submitted the case for a new investment-led Greater Manchester Clean Air Plan to government. A public consultation on the new Clean Air Plan proposals is proposed to take place in early 2023, subject to government feedback.</p> <p>Based on the most recent data air quality data in Bolton, showing the average pollution concentration of 20 sites which are a mix of residential and roadside locations, there are a small number of locations, near busy roads which do not currently meet air quality standards, however, there has been a downward trend overall over the 10-year period. It is possible that concentrations may increase in 2022 as traffic flows return to pre-pandemic levels.</p>

Progress against our priorities

Theme	Priority	Narrative update
Transport and Connected	Enable a well-connected Bolton through the provision of an affordable, accessible and sustainable integrated transport system – a system that enables people to move around the borough and supports the recovery, regeneration and economic growth of the borough.	<p>Highways and Engineering aim to provide a Highway Network which contributes to the health and wellbeing of the Borough and makes a significant contribution to the economic growth of Bolton. Investment in all our assets is undertaken on a risk-based approach and this is set out in the Highways Asset Management Policy and Strategy. Focusing on our Key Route Network (KRN) we ensure that we intervene with maintenance on all our assets at the right time within their lifecycle with the right intervention. Working to our strategy we are ensuring that we maintain the network to changing transport needs and seek opportunities for additional funding, such as the £12M investment in our residential road network, Department for Transport (DfT) Challenge Funding and funding received from Transport for Greater Manchester (TfGM).</p> <p>Two areas of focus are delivering on the Council's Climate Emergency Action Plan, by lowering carbon generated by the service, and to deliver on Greater Manchester's (GM) 'Right Mix' aspirations of 50% of all journeys being undertaken by public transport and active travel, for example, walking and cycling. There are currently three active travel schemes in progress across Bolton, to build approximately 10km of new network, linked with the GM Plan to develop infrastructure for active travel (Bee Network).</p>
Safe, Strong and Distinctive	Make Bolton a place which attracts business, visitors and investment through delivery of a regulatory services framework which is designed to protect residents, consumers, employees, businesses, the public and the environment from harm.	Bolton has regulatory frameworks which Regulatory Services implement and enforce across Bolton. This work includes the licensing of taxis and premises, food hygiene and standards, anti-social behaviour and flytipping enforcement. Sale of illicit tobacco and nitrous oxide gas is a current area of focus. The Food Standards Agency Food Recovery Programme was established following the pandemic to create a staged approach to be able to catch up on food premises' inspections; and the inspections are currently ahead of the projected stages.
Start Well	Support Bolton's children and young people in securing the best start in life through provision of a healthy and nutritious school meals offer Enhance Bolton's cultural and creative offer to improve the aspirations, skills and health and wellbeing of its communities.	<p>The aim of the School Meals service is to improve and educate the wellbeing of the next generation and positively influence their diet and food choices by making healthy eating easy and interesting. The School Meals service has recently been awarded the Bronze Food for Life catering mark in recognition of the following achievements:</p> <ul style="list-style-type: none"> • Over 75% of our food is freshly prepared and cooked on site and all our menus are compliant with the Governments' Food Standards for School. • Our meat is from farms which satisfy UK animal welfare standards. • No fish are served from the Marine Conservation Society 'fish to avoid' list. <p>Menus provide for all dietary and cultural needs.</p>

Progress against our priorities

Theme	Priority	Narrative update
Culture and Creative	Enhance Bolton's cultural and creative offer to improve the aspirations, skills and health and wellbeing of its communities.	<p>In September 2022 Bolton Council, together with Vision Partners and supported by Arts Council England, commissioned Counter Culture to develop and co-design a cultural strategy with a bottom-up approach that engages and involves residents, businesses and Bolton's multiple and diverse creative and cultural communities.</p> <p>Counter Culture visited cultural, retail and public spaces Bolton to understand the current cultural offer and the potential for strategic cultural development. The next phase of the work will be wider stakeholder engagement, giving cultural organisations, regeneration partners and residents the opportunity to voice their ambition for cultural activity.</p>
Empowering	Support Bolton's residents to access high quality and affordable leisure opportunities that promote healthy and happy lifestyles	<p>Bolton Community Leisure Trust (BCLT) provides strategic borough wide management of most of the Council's leisure facilities, together with Serco as the Trust's Leisure Centre Partner; under a contract which was extended by 5 years to 2026 in order to recoup financial losses incurred as a result of the pandemic. They include the management of 5 leisure centres all of which have received significant investment over the last 7 years. There is currently a major focus on improving health and wellbeing in Bolton. £1.8m is currently being invested into Farnworth Leisure Centre to extend the fitness suite and to provide a new dance studio to be completed by April 2023. Recent projections indicate that patronage on the aqua offer across Bolton is back to pre-pandemic levels.</p> <p>The Council's other Leisure Centre is Bolton Arena, managed and operated by the Middlebrook Leisure Trust. A programme of investment of c£1M from the Arena sinking fund is currently underway which will see the heating system, air conditioning system and changing facilities replaced and improved. Procurement has just begun for the refurbishment of the facilities artificial grass pitches.</p>
Asset Management	Support sustainable asset management, regeneration and developments in Bolton for people to live, work, study and socialise.	<p>The council was awarded £2.41m as part of the Public Sector Decarbonisation Scheme to make the council's estate more energy efficient by installing renewable technologies. 13 school and council buildings have been upgraded so far. A Local Energy Action plan has been produced for the borough by Energy Systems Catapult and council officers are considering how to implement the recommendations. Places for Everyone, the joint development plan for 9 of the Greater Manchester districts, including Bolton, sets out the target for all new builds to be net zero by 2028.</p> <p>The new library, health and community centre in Little Lever has solar panels on the roof, electric car charging points and a design that makes the most of natural light, significantly reducing its reliance on fossil fuel and ensuring a BREEAM rating of very good.</p> <p>Transport accounts for 40% of Bolton's carbon emissions. Active travel schemes, which make it easier for people to get around by walking and cycling, are being delivered across Bolton. A fully segregated pedestrian and cycle network was installed along the Trinity Street corridor and includes the first cyclops junction in Bolton. Public consultations have taken place on Farnworth's 'Streets for All' scheme and active travel schemes for Horwich, Farnworth and Bolton town centre west. The Greater Manchester Electric Vehicle Charging Infrastructure Strategy has been launched. 19 new refuse collection trucks have been added to the council fleet, replacing older and less efficient vehicles. The new trucks emit less CO2 and reduce emissions of particulates and nitrogen oxide by 90%.</p>

Progress against our priorities

Theme	Priority	Narrative update
Economic Growth	Support Bolton in achieving sustainable, inclusive economic growth and to ensure that Bolton's residents' benefit, attracting business, visitors and investment.	Farnworth's Future High Streets Fund projects continue to progress well including the precinct and Market Street. Works at Farnworth Leisure Centre have started and the Kearsley Precinct project is due to complete this year.
		In Westhoughton, public realm improvements and the Town Hall feasibility study have been completed. Work is also scheduled to start on the Streets for All design next year. In Horwich, public realm improvements to Hampson Street have been completed, and traffic modelling to 'the lanes' is progressing. Implementation of the Car Parking strategy has also been approved. In Little Lever, traffic calming measures to Radcliffe Road have been completed and public realm improvements to Market Street are scheduled.
		Towns Funds works are also progressing well, including Moor Lane, Trinity, public realm works Church Wharf and Croal Valley/Central Street. However, the Wellsprings Project is currently in delay. Central Library has been successfully relocated to its temporary home in Crompton Place and works on Bolton Market have started. A Levelling Up Fund 2 bid has been submitted for Le Mans and Crompton Place. Bolton businesses continued to be supported by Greater Manchester's Business Growth Hub and Business Bolton. The Bolton Business Connect Portal continues to provide a central website for industries, sectors and businesses of all sizes to share business and networking opportunities. The Workshop, part of the Business Bolton Team moved to a new premises in Victoria Square in October 2022.
Employment and Skills	Support Bolton's employment and skills to enhance education, local communities, health and wellbeing and the economy.	Bolton's Learning and Skills Fair took place in September 2022, it facilitated 1,336 enquiries for 35 organisations. The Job Fair took place in May 2022. 898 people attended with 3,715 interactions and 473 job applications made on the day.
		There are several employment and skills programmes operating in Bolton which support residents requiring some extra support to return to work including Restart, Future You, Skills Support for Employment, Specialist Employment Support, GM Working Well – JETS (Job Entry Targeted Support) and GM Working Well Work and Health. Statistics cannot be shared for programmes under contractual agreement but for the GM Working Well Programmes there were 579 Programme Starts and 296 Job Outcomes.
		During the August 2022 to July 2023 academic year 5,952 Bolton residents benefited from adult education budget (AEB) funded provision, which generated 11,374 enrolments onto courses and qualifications. 10,992 of these enrolments were in essential skills – ESOL (English for Speakers of Other Languages), digital basic skills, English and Maths. Additionally, Bolton ESOL Advisory Service, an AEB funded project, supported 574 people with assessments, enquiries and referrals in Quarters 1 and 2; and the Digital Employment and Skills Navigation Team supported 582 residents' enquiries to access help, digital and digital devices.

Progress against our priorities

Theme	Priority	Narrative update
Life course health - early years	Adopt the full Healthy Child Programme to ensure our children and young people are kept healthy and well	<p>The national Healthy Child Programme (HCP) offers every family an evidence-based programme of interventions, including screening tests, immunisations, developmental reviews, and information and guidance to support parenting and healthy choices. In Bolton, the 0-19 Service delivers the HCP to local families and is provided by the Bolton Hospital Foundation Trust. There are high levels of performance in the mandatory elements of the HCP and transformational elements in development for healthy living, and wellbeing.</p> <p>The contract with BFT expires in March 2024 and review, commissioning and procurement plans are in place to secure and sustain future service provision. The Public Health business plan details the commissioning of large-scale Public Health contracts including a 0-19 Integrated Service with a specification that is being informed by new national guidance that modernises the approach to the Healthy Child Programme and the roles of Public Health nurses. We are also developing a more robust system for monitoring performance which will include indicators about outcomes for individual families, service-wide outcomes and will monitor the contribution that is being made in terms of reducing health inequalities across Bolton.</p>
Universal population health and wellbeing for all adults	Support people who live, work and study in Bolton to lead healthier lives, through a population-wide approach to positive emotional and physical health and wellbeing	<p>The Bolton Public Health Business Plan details evidence-based priorities that help protect, promote, and support good levels of health across the town. Large scale interventions include; A Tobacco Control Strategy and Service to help tackle tobacco harm as this is still the biggest cause for poor health and early death. We have been working with a number of partners, including Bolton Hospital Trust, to ensure a good offer of support to smokers via a new Community Control Service delivery model, aligned to CURE model whilst also considering the wider prevention of harm agenda via the development of the partnership owned strategy. Positive performance has been achieved in Q 1-3 for Tobacco enforcement. Bolton Tobacco Alliance Group will adopt and launch the strategy at its inaugural meeting in Q4, following wider consultation commencing in early January 23.</p> <p>The Active Lives Strategy has used a collaborative approach with existing stakeholders to maximise the opportunities for residents to be active, including via the Let's Keep Bolton Moving Website. Public engagement will be taking place during Q3-4 to further inform strategy development. This will include building on the network of offers from Bolton's grassroots clubs and community groups, through a series of public events in January 2023. The strategy will be put forward for final approval by Cabinet with the aim of launching at the end of Q4. There is strong performance evidenced in Q1-3, with regard to the promotion of Public Mental Health and Suicide Prevention. This workstream and the associated evidence base has robustly underpinned the development in Q2-3 of an All-age MH and Wellbeing JSNA. Bolton has submitted a formal signup application to OHID as a deliverer of the Prevention Concordat for Better Mental Health, endorsed locally by the Council's CLP and the wider ACP Board.</p> <p>A comprehensive action plan has now been agreed for delivery in Q4 and throughout 2023-4. Work has commenced on the roll-out of the MECC MH training offer to build pan-sectoral MH awareness and capacity across the system with Lead Coordinators identified within the Council and the VCSE. Work with key partners and stakeholders has progressed at pace to produce a new all age boroughwide Integrated Sexual and Reproductive Health Strategy, with wider consultation and policy alignment taking place prior to relevant approvals and launch in Q4. During Q2-3, focus has been placed upon an improved sexual health service offer to detect and treat Chlamydia. This will support the prevention of the adverse ongoing consequences of untreated chlamydia infection. This offer will be delivered through the current online provider and test results will be monitored through regular laboratory reports. In addition, the patient group directive (PDG) for the pharmacy hormonal contraception service has been revised and the service specification reviewed.</p>

Progress against our priorities

Theme	Priority	Narrative update
Targeted health and wellbeing offer for population groups needing additional support and treatment	Develop and put in place appropriate levels of preventative physical and mental wellbeing provision as well as structured treatment	<p>Population Health Management is a way of working to help frontline teams to understand the current and future health and care needs of local people. This approach delivers better care and support for individuals, designs more joined-up and sustainable health and care services and enables better use of public resources. Delivery and outcomes includes the consideration of Addictions Q 2-3: A draft strategy is being developed, it will consider the wider harms to people, families and communities. This is on track for submission to ECM in March 23. Work is also progressing well to establish Bolton Addictions Alliance, taking into consideration partnership working with GMCA, in regards to Combatting Drugs Partnerships that are emerging across the country. A service contract extension was agreed to the end of March 2023 with a realigned commissioning/tender plan in progress. There is a strong commitment from Bolton Integrated Care Partnership (BIP) to Making Every Adult Matter and there is a review underway regarding using MEAM approaches with vulnerable cohorts to inform wider integrated ways of working across Bolton, linking again with colleagues from GMCA (Changing Futures leads) and GM 10 who represent the voluntary sector, in view of wider reforms on the horizon.</p> <p>Work with BIP is underway and will continue into Q4 with regards to those who are suffering multiple disadvantages including homeless, incarceration, poor mental health and addiction. Q 1 – 2. The growth of Recovery Capital is underway, including the bringing together of people with lived experience as assets to enhance and inform the treatment system as part of a collaborative approach to aid the 2022-5 planning processes. Additional conditional substance misuse and rough sleeper treatment grants have been awarded to Bolton during this year and planning and implementation is underway with service providers and commissioners aligned to our local contracts. The actions required relate back to the Dame Carol Black Review.</p>
Life course health - older age	Work with our partners to enable people to live healthier and happier for longer, to encourage independent living whilst supporting people to stay mentally and physically active whilst eating well and remaining financially secure	<p>Ageing Well has seen strong performance and significant progress, including; Supporting commissioning with Care and Support at Home group/ prospectus; PH advice to Warm Homes investment, targeting an increase in Health Check referrals initiative working with vulnerable people. Positive performance in the delivery of actions undertaken to tackle health inequalities in later life, including befriending/welfare checks, building awareness of and supporting an increase in the uptake of pension credit, Public Health have advised and provided input to the local Cost of Living response, considering mental health / loneliness and isolation support, access to connected communities and physical exercise, mutual aid groups, community facilitators and community champions.</p> <p>There has been evidenced progress seen in terms of Physical Activity initiatives, focussed upon chair-based exercise and universal falls prevention, as well as work on the Keeping Well in Winter agenda, building upon a comprehensive range of delivery outcomes attained via PH's contribution to meeting the unprecedented needs of older people that emerged during Pandemic lockdowns.</p> <p>Regular Bolton Care & Repair meetings underway to firm up plans and reporting mechanisms, in line with guidance from GM group. There has been Warm Homes investment, with a focus upon maintaining independent living and working with vulnerable people.</p>

3.

Progress against our priorities

Theme	Priority	Narrative update
Adverse Childhood Experience and trauma	Create an ACE and trauma responsive borough, ensuring a strong community response, building local resilience through a whole system approach	Bolton's Active, Connected and Prosperous (ACP) Board have recognized the importance of Adverse Childhood Experiences (ACEs) and have identified this as a key Priority theme programme in for delivering the 2030 Vision. A framework is being developed to coordinate a population approach to reduce children and family's exposure to adverse childhood experiences (ACEs) and, to prevent or mitigate the consequences of trauma and ACEs by becoming a Trauma and ACE responsive town. The local public health programme contributes to this through three initial strands: trauma informed workforce, trauma informed VCSE sector and a trauma informed school system. The programme of work related to ACEs and the impact on later life health outcomes has also begun. A trauma-informed schools project at Thornleigh College will be in development until December 24, a training needs analysis of front facing staff commences in February 2023, and a partner organisation will be working with Bolton CVS in developing a trauma-informed VCSE sector in March 23.
Population health framework and advice to the NHS	Contribute to the developments of the integrated care offer locally whilst also considering the NHS 'Core20PLUS5' initiative to reduce inequalities	Work continues at pace with a comprehensive programme of work to improve population health and reduce health inequalities across the ACP Partnership and BIP, including via the CORE20Plus5 programme. Public health has provided support expertise to the NHS Social care partners and the wider system, contributing expertise systematically, which has included intelligence and the forging of firmer links with developing BRAIN. We have representatives across the full range of locality meetings where the integrated care agenda is developed advanced. We have linked with primary care colleagues with regards to the latest performance of the Health Checks program and we have considered opportunities for further joint working e.g. with NHS HIPs with a clear read across to the priorities of NHS Core20plus5.
Health protection, infectious diseases and environmental hazards	Ensure that our health protection plans adopt an all-hazards approach to communicable diseases and environmental threats, including prevention	<p>A locality Health Protection Stocktake has been completed (part of GM Design and Reform programme), with findings directing work on training, update of the locality outbreak management plan and SLI priorities (TB and early years); A revision of the Infection Prevention and Control service specification has been completed. The redesign of the LA Health Protection team is being implemented to support delivery of an 'all hazards' model.</p> <p>A 'deep dive' review of childhood immunisations has commenced. Strategic and operational liaison continues across the locality Health Protection system to manage Winter pressures, including outbreak management, promotion of vaccinations and promotion of preventative IPC measures. There is ongoing discussion re roles, responsibilities, governance and assurance across the national, GM and local HP system. A review has been initiated - on HP surveillance, intelligence and reporting.</p>
Civil contingencies	Ensure that the local authority's emergency preparedness, resilience and response plans, are strengthened by implementing the recommendations of GM civil contingencies and resilience unit (CCRU) review	<p>A review of Bolton's civil contingency rota arrangements has been Undertaken. A report setting forth key recommendations will be presented for discussion at CLT in January 2023.</p> <p>All civil contingency functional plans have been reviewed and stored on the civil contingency SharePoint site, which is accessible to all civil contingency rota staff. In addition, the multi-agency flood plan has been tested out with all local Cat 1 responders via 'Exercise Storm' in Q3. Civil contingency awareness training on the roles and responsibilities of the LA and associated functional plans has been delivered to elected members in Q3. Further elected member training is planned for Q4.</p> <p>A pathfinder project has been established, working in partnership with GM Resilience Unit and Bolton CVS to support, train and establish a command-and-control process for Bolton Community Emergency Volunteers, to aid future civil contingency responses.</p>

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Progress against our priorities

Theme	Priority	Narrative update
Research and evidence	Develop the strategic and technical evidence and intelligence partnership that provides good, local, accessible, intelligence with key partners for the public and decision makers.	The BRAIN Intelligence Hub, Executive Group and network approach has been established. Focus placed in Q3 on broadening membership, reviewing purpose and facilitating relationships and learning e.g. shared Teams space and forward plan. Key deliverables in Q3 included Pharmaceutical Needs Assessment; Neighbourhood boundary review; Census sub-group and briefings and further development of the JSNA website. On-going projects for Q4 include: local area profiles and data sprints; ACP outcomes framework and stocktakes; census intelligence development group; and further embedding the BRAIN approach and relationships amongst Locality and ACP governance, supported by the Exec Intelligence Group review in Q3.
		Public Health has provided project management to the Council Digital Transformation Programme (Data, Infrastructure and Performance Management strand), working with BRAIN. This includes Q2-3 development of final proposals for a data visualisation solution to be rolled out across the Council to improve processes for sharing information and using intelligence. Q3 Significant work to align data strategy to inform the wider Council ICT tender. Q4 / 2023-4 work to enable robust data infrastructure to support various Council-led improvements, working closely with BRAIN members as expert reference group.
		A draft Research Governance Framework has been produced and tested with a current research project. Framework is to be finalised and shared through workshops for strategic and operational leads, working with NIHR to embed the framework and encourage research-led approaches across Bolton. In Q4, CLT will be invited to shape these plans and disseminate opportunities.
The best start in life for all	All children are ready for school	Council Officers have engaged with national programme leads to help understand national intentions for the Start for Life Offer, and shape the national programme requirements. From June 2022, Start Well Centres started to open on Saturdays to enable Targeted Early Help parenting drop in sessions and Midwifery antenatal appointments that meet local demand.
		A pilot for the new universal 18 Month Assessment has now commenced, with learning to be applied later in the lifetime of this Strategic Plan.
		The take up of two-year-old early education funding increased to 77% in the summer term. Further work is taking place to ensure families are aware of their early education entitlements that give children access to high quality early education, supporting school readiness.

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Progress against our priorities

Theme	Priority	Narrative update
The best start in life for all	Keep children learning successfully in our schools	<p>The Council continues to have strong relationships with schools via our School Improvement Offer, providing support and challenge through CPD and bespoke support for schools. Specific work streams have been delivered to support cross school needs including reading projects and primary to secondary transition. We have expanded the personnel and skills of our Virtual School team to ensure Bolton's looked after children are supported through their education.</p> <p>Our ongoing engagement with the Department for Education (DfE) resulted in the development of a broad and ambitious Safety Valve work programme. This will focus on identifying and supporting children and young people with a special educational need or disability (SEND) earlier, enhancing inclusive practice in mainstream school settings, the delivery of capital programmes to enable children and young people with SEND to be educated in the Borough (where possible) and preparing young people with SEND for adulthood.</p> <p>Our school place expansion programme ensured school places were delivered for all year seven pupils. Two new resourced provisions within mainstream schools have been opened – one for children with Autistic Spectrum Disorder, and one for children with complex learning needs.</p> <p>The newly commissioned SEND Outreach Services (September 2022) will provide support to around 1200 children, meaning that the mainstream school placements will continue and young people will not experience avoidable transitions and breakdowns. Our Connexions Careers Advice Service was reaccruited against the Matrix Quality Standard Award, with inspectors engaging with young people, partners and staff teams through the assessment process. This service supports young people with their transition to further education and employment.</p>
	Keep children safe and help them achieve permanence – support children and young people to remain with their parents or carers when it is safe to do so by providing effective services and support and reducing the need for children to become or remain looked after	<p>The Child Protection (CP) tracking panel have contributed to a safe steady reduction in the Child protection numbers and full senior management oversight on all children subject to CP planning for 18 months plus. The number of children subject to Child Protection plans continues to reduce, and there is a greater level of scrutiny over those children who have been subject to Child Protection plans for over 24 months.</p> <p>Our Integrated Front Door (IFD) and Assessment Service has been enhanced to include a wider range of services including responsibility for Homeless teenagers and a triage function for our Children with Disabilities team. This is enabling families to access the right services at the right time. The team also provide welfare checks for Ukrainian families hosted in Bolton.</p> <p>Local evaluation and external peer review findings are supporting plans to further develop our early help approach.</p>
	All children will achieve their potential	<p>Work continues across the Children and Adult Services Directorates to improve the transition for our young people eligible for adult social care services. During this period we have jointly undertaken a review of the transitions function and processes, with shared actions now in place.</p> <p>A 10-year Housing Strategy has been developed and embraces the views and future needs of young people with SEND.</p>

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Progress against our priorities

Theme	Priority	Narrative update
The best start in life for all	Operating effectively and efficiently to enable current and future delivery in Childrens services	<p>We continue to reflect on our operational delivery and performance. Alongside internal audits and performance monitoring, we have commissioned two local authorities to undertake peer reviews during this period – this has supported our reflection and has informed our continuous improvement journey.</p> <p>Our system wide Family Hub and Safety Valve transformation work programmes will continue to develop through the life span of this Strategic Plan. The Safety Valve programme has been presented to the DfE for sign off. This plan will be delivered through the life time of this strategic plan.</p>
Market Shaping and Sustainability	Supporting service users, families and carers through person centred services that deliver their desired outcomes	<p>Our Sufficiency Ambition for Looked After Children has been approved and is published on the Bolton Council website – further actions will follow through to 2025.</p>
Home First and tackling urgent need	Supporting people to access the right care at home (including Care Homes); avoiding crisis wherever possible. Where people need to go hospital, we will work together to avoid delayed discharge.	<p>Work continues through our system partnerships to reduce the impact NCR has on people, families and hospital flow. Focus work on P1. There is a focus to reduce NCR via the discharge to assess at home pathway.</p> <p>Further work is in place to consider how many people continue in long term care. Monitoring of readmissions is in place with oversight at Trust Board.</p> <p>Discussing cohort identification models, then will work with PCNs / neighbourhoods to focus on MDTs and care planning</p>
Living well at home and tackling inequalities	Improve population health in neighbourhoods, reduce duplication, support integrated care, and embed prevention working closely with all partners through integrated district teams.	<p>All PCNs have an agreed health inequalities lead and plan in progress.</p>
Living well at home and tackling inequalities	Enhance transition pathways for service users between children and adult social care, and between health and social care.	<p>A comprehensive improvement review of the Transitions function and processes was conducted with Heads of Service and team managers during the Summer of 2022.</p> <p>The output report recommended 9 key Improvements measures with a benefits realisation assessment. The report and recommendations were shared at a joint Children and Adults Department Leadership Team on 7th September when all recommendations were accepted. The main improvements agreed included the setting up of a Transition panel to ensure each case is allocated to the correct team and to provide overall strategic management and measurement of progress of the recognised Transitions' cohorts.</p> <p>Other improvements included the systemising of the production of data to support better planning and measures to improve the interface between the Transitions, Looked After Children and Children with Disabilities teams. Following this a workshop was conducted with joint Assistant Directors and Heads of Service on 18th October where the revised pathway processes were agreed.</p> <p>Currently the systems and data teams are running a new Transitions data report to be shared with the service to enable better preparation and allocation of cases.</p>

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Progress against our priorities

Theme	Priority	Narrative update
Living well at home and tackling inequalities	Develop operational integrated district teams linked to neighbourhoods to improve integrated care arrangements.	<p>We continue to reflect on our operational delivery and performance. Work continues to progress integration in the neighbourhoods. There are daily MDT 'Connect' meetings to seek support and guidance for service users who are both complex and challenging.</p> <p>This work further creates networks, relationship and greater awareness of the district and neighbourhood assets, reduces multiple hand-offs and referrals – One Front Door principles.</p>
Enabling healthy and connected communities	Work differently with communities to enable self care and support prevention objectives. Work together with Place based services and VCSE to draw on existing engagement activity to listen and engage with local people.	<p>Strategic areas of focus are being explored and re-designed with the engagement of communities. An example of this is the work around the carers strategy. The carers strategy has been reviewed and re-written (by and with), stakeholders, young and all age carers and providers. This new approach will ensure that we focus on asset and strength-based opportunities, maximising on our local assets and with the full support of our voluntary and community sector partners. This work is underpinned by a partnership development plan, overseen by a partnership and carer led Strategic Integrated Partnership Group. This approach will be replicated across our thematic areas of work, from an Adults, Children's and Public Health Perspective.</p> <p>Another example of this approach in action is the ongoing work around Life Opportunities, supporting the redesign of our local community and neighbourhood offer for vulnerable adults. Again this work has been co-designed with partners, service users, families and providers.</p>
Integrated Workforce Development	Supporting a skilled workforce which feels valued, is person centred and works together across services and organisations.	System Workforce Committee meeting led by the council's Director of Adult Services and Chief Nurse at Bolton Foundation Trust is due to begin meeting which will identify and support opportunities for joint working across health and social care. This will include agreeing and developing a boroughwide and neighbourhood approach to how our integrated health and social care teams and all health and care staff work with each other and Bolton people. It will also identify strategies to support workforce capacity challenges across our respective workforces.
Integrated Workforce Development	Build an inclusive training and employment model for health and care (including local private providers).	The System Workforce Committee will agree timeline and actions to progress inclusive training and recruitment. This will build on existing work including pilot work already taking place across adult social care providers, the Council and DWP supporting long term unemployed residents into social care careers.
Market Shaping and Sustainability	Develop and embed a sufficient and sustainable provider market, which reflects the strategic priorities of the Council and the Integrated Health & Care Directorate, supports service users, families and carers and is person centred and outcomes focused.	<p>Bolton received £938,319 via the Market Sustainability and Fair Cost of Care Fund for 2022/23. As a condition of receiving future funding, local authority's (LA's) must evidence the work they are doing to prepare their markets and submit the following to DHSC by 14 October 2022. These reports are specifically for 65+ care homes and 18+ domiciliary care.</p> <p>Bolton successfully complete consultation and data gathering with providers and uploaded required documents to a government portal in the required time frame. To date LA's have not yet received any formal feedback. Notification of next steps is expected during December 2022.</p> <p>Market Position Statements (MPS) are published on the council web site. MPS's are due for review in January 2023.</p>

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Progress against our priorities

Theme	Priority	Narrative update
Social Care Reform	Redesign and reform business to meet the statutory reform and inspection requirements.	<p>The QA framework has been signed off and case file audits are taking place. Learning from audits are progressed by the Quality of Practice group (subgroup of the Performance and Finance Board).</p> <p>Whilst the formal framework has not yet been released, the CQC and LGA have been briefing local authorities on what an inspection might look like. The requirements are being considered to enable us to work effectively with CQC.</p> <p>As previously noted, Bolton successfully completed Fair Cost of Care consultation and data gathering with providers and uploaded required documents to a government portal in the required time frame. Notification of next steps is expected during December 2022.</p>
Housing and Asylum Dispersal reform	Effective implementation of national reforms to ensure Bolton supports people effectively at an appropriate proportion for the town	<p>Limited effect of representations including continuing efforts via Greater Manchester and RSMP (Regional Strategic Migration Partnership). Baseline placements remain a starting point (for Bolton 935). Only a modest rebalancing is thus far apparent in the projected 'fairer distribution' that appear to remain disproportionately skewed towards larger urban areas in the midlands and north, this being reflected in SERCO procurement plans (108 additional placements) and actual procurement being brought forward (28 additional properties and 96 bedrooms to 31st October).</p> <p>The consultation and Home Office procurement methodologies remain undefined apart from a clear 'value for money', which translates as continuing focus on lower cost housing market areas.</p>